

INTRODUCTION TO THE

CONSIDERATION OF OTHERS

(CO2)

PROGRAM

OVERVIEW OF CO2 SESSION

- **Q&A Discussion of CO2**
- **View short tape on CO2 (*optional*)**
- **“Interview” Exercise**
- **Define group “norms”**
- **Discuss future CO2 topics**
- **Pick time, date, topic for next session**

- **What do you know about the Army's CO2 program?**
- **What do you think it is?**
- **What have you heard?**

Formal Definition of CO2:

"Those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them; being supportive of and fair with others."

How do members of the group interpret this definition?

Typical Interpretations of CO2:

- **Use common courtesy**
- **Be civil to each other**
- **Treat everyone with respect and dignity**
- **Be professional**
- **Use the “Golden Rule” -- treat everyone how you’d like to be treated yourself**

How do people behave if they have no “Consideration of Others”?

(i.e., What is “Non-CO2” behavior?)

Non-CO2 Behavior:

- **Prejudice**
- **Harassment**
- **Verbal Abuse**
- **Basic Thoughtlessness**
- **Insensitivity**
- **Discrimination**
- **Offensive Behavior**



Why is CO2 important to the Army?

The Importance of CO2 to the Army:

- The Army is becoming increasingly diverse
- The Army is smaller and more efficient
- Non-CO2 behavior causes breakdowns in teamwork, readiness, and efficiency
- Non-CO2 behavior costs money
- ***Non-CO2 behavior costs lives in combat!***

What are the Goals of the CO2 Program?

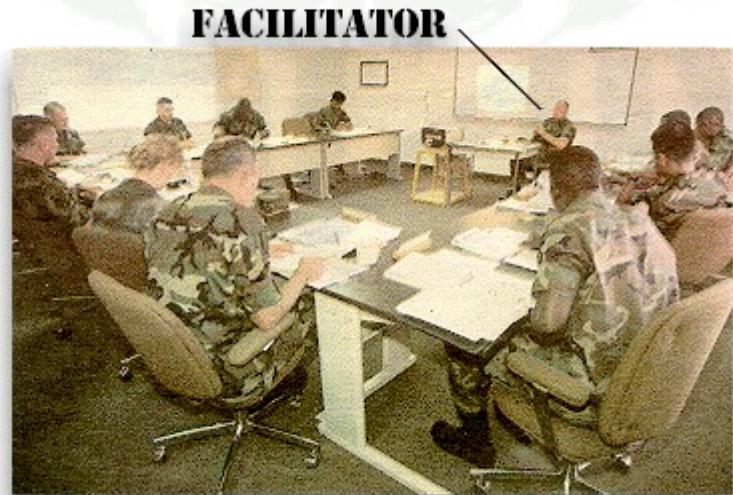
The Goals of the Army's CO2 Program:

- **Create, Maintain, and Sustain an environment of respect and dignity throughout the Army**
- **Educate -- show that behavior can negatively affect others even if it's not intended**
- **Reinforce the Army Values (*Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage*)**
Note that these Goals would make any workforce stronger!

Basics of the CO2 Program

- **MANDATORY PROGRAM -- *Everybody* participates: military, civilian, professional associates, and of course "leaders"**
- **Facilitator-led, small group discussion format**
- **Facilitator keeps discussion on track and ensures participation**
- **Facilitator is (or becomes) the "subject matter expert"**
- **Discussions last 2 *continuous* hours**
- **Discussions occur quarterly**
- **Groups pick their discussion topics**

Why bother with this “small group” format?



Why not just have lectures on CO2 topics?

Reasons for “Small Group” format:

- **People retain information better if they discuss it, rather than just listen. These “small groups” are designed for discussion -- lectures are not.**
- **Whether they realize it or not, participants in successful CO2 discussions are incidentally creating a common bond and developing teamwork**
- **Frankly, lectures induce sleep and do nothing to develop teamwork**

Who requires this CO2 Training?

CO2 Training is required by:

1) Department of the Army

-- and therefore --

2) CHPPM

CO2 policy letters are available on the CHPPM CO2

website:

<http://chppm-www.apgea.army.mil/co2/co2.htm>



What do we talk about during our CO2 Discussions?

Discussion Topics:

- **Whatever the group wants -- as long as it's educational and encourages an “environment of dignity and respect”**
- **Topics must always be relevant to the group**
- **Suggested topics in the CO2 Handbook range from “cultural diversity” to “professional ethics” to “heat and cold injuries”**
- **At the end of every CO2 discussion, the**

- Who came up with this CO2 program, anyway?
- Who do you think? A politician? A bureaucrat?

LTG Robert F. Foley: Architect of CO2

- Congressional Medal of Honor awardee for combat actions in 1966 as a company commander during Vietnam
- Started CO2 while Commandant of Cadets, United States Military Academy
- Believed that “*serious and controlled discussions were the only way for cadets to address, gain insight, and appreciate gender differences*”
- Expanded and refined the CO2 Program while commanding the Military District of Washington (MDW)

View short tape on CO2

Play 13 min VCR Tape on CO2

Tape Subjects: *(optional)*

- **CO2 at the Military District of Washington**
- **MG Foley describing CO2**
- **Soldiers in a “small group” discussing CO2**

Note: Discuss any feedback from the tape.

"Interview" Exercise

An "Ice-Breaker" Exercise:

- 1) Randomly Pair Up the group members (e.g., put names in a hat and draw 2 at a time)**

- 2) Have one individual (in each pair) "interview" the other for about 5 minutes and take notes (*see next slide for typical question topics*)**

- 3) Reverse roles and conduct another 5 minute interview (i.e., have the "interviewee" interview the "interviewer")**

- 4) Reassemble the group**

- 5) Go around the group and have each group member describe their interviewee to the group**

"Interview" Exercise

Typical Interview Question Topics:

- Favorite Sports/Teams
- Birth Place, Family
- Personality type (hard-charging, or laid back)
- Schools, Clubs, Memberships
- Values (i.e., what is *really* important to them?)
- Leisure Activities
- Who do they try to model their lives after?
- Any other interesting "life experiences"

Objectives of "Interview"

Exercise

- Get to know each member of the group
- Learn something new about each group member outside of work-related activities
- Show that there is diversity in your group
 - Each group member's experience is unique
 - "Diversity" is not only based on religion or physical traits, etc., but also on life experiences
- Learn to appreciate the diversity of your group

One goal of CO2 is to create an environment of "respect and dignity" for everyone, and this starts by appreciating the differences in your own group.

Defining Your Group's “Norms”

- “Norms” are rules that govern the group
- Norms should be unique for your group
- Creating norms helps define and unify your group
- ***Defining your group's norms is not some trivial exercise -- the norms your group defines now are the rules you will follow for all CO2 discussions!***

Typical Group “Norms”

- **Everyone is treated with respect and dignity**
- **Everyone gets to speak without interruption**
- **Everyone arrives on time**
- **No whining, insensitive remarks, or sleeping**
- **Everyone contributes**

Your group should now spend at least 15 minutes brainstorming to generate possible “norms” and then spend some time discussing what your group’s final set of “norms” will be.

Eating is allowed during the discussion
CO2 discussions are always on Friday

Discuss Future CO2 Topics

Topics from the CO2 Handbook

- Communications Process
- Conflict Management
- Cultural Diversity
- Group Development Theory
- Professional Ethics
- Values, Attitude, Behaviors, and Self-Awareness
- Prevention of Sexual Harassment

Which topics are of greatest interest to your group?

Discuss Future CO2 Topics

Other Topics

- Military/Civilian

Relationships

- Quality
- Self-Improvement
- ???

Your group should spend at least 15 minutes discussing topics that are significant to your group. Creating NEW topics is HIGHLY ENCOURAGED!! However, new topics will require significant work for your facilitator.

Set Your Next CO2 Discussion

- Topic
- Date
- Time
- Location

The last thing to do before ending EVERY CO2 discussion is to set the agenda for the next discussion.

What you should have at the end of this CO2 Discussion:

- **List of Group Norms**
- **List of relevant CO2 Topics**
- **Next CO2 Discussion Topic**
- **Greater appreciation for CO2**

Please email any questions/comments about this presentation to:
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